

Harrington Memorial Hospital (Harrington) is a non-profit, acute care community hospital. It is a mid-size hospital in Massachusetts, with 126 staffed beds. Harrington is located in the Central Massachusetts region and represents 9% of all acute hospital staffed beds in the region.

PATIENTS Half of all inpatient cases treated at Harrington are from Southbridge and Webster.

INPATIENT SERVICES Compared with the other community hospitals, Harrington treats a greater proportion of lower-severity cases. In FY12, it accounted for 5% of all inpatient discharges from acute hospitals in the Central Massachusetts region. Of note, based on its most common FY12 inpatient cases (DRGs), Harrington treated 18% of all Asthma cases and 17% of all Bipolar Disorder cases in Central Massachusetts.

FINANCIAL PERFORMANCE Harrington's total revenue in FY12 was \$117 million. Its FY12 public payer mix was 62.7%, the second highest among all community hospitals. Harrington's FY12 inpatient cost[†] per case mix adjusted discharge was \$9,278, approximately 9% lower than the average community hospital. Harrington's CY12 average commercial payer price level was at the 45th percentile, lower than the average community hospital. It posted a loss of \$1.1 million (-0.9% total margin) in FY12, although it earned a surplus each year from FY08 to FY11.

AT A GLANCE

TOTAL STAFFED BEDS: 126, mid-size acute hospital

% OCCUPANCY: 38%, < cohort avg. (62%)

TOTAL REVENUE in FY12: \$117 million

PUBLIC PAYER MIX: 62.7% (Non-DSH* Hospital)

SPECIAL PUBLIC FUNDING: CHART[†]

TAX STATUS: Non-profit

TRAUMA CENTER DESIGNATION: Not Applicable

CY12 COMMERCIAL PAYER PRICE LEVEL: 45th Percentile

CASE MIX INDEX in FY12: 0.80, < cohort avg. (0.81); < statewide (1.06)

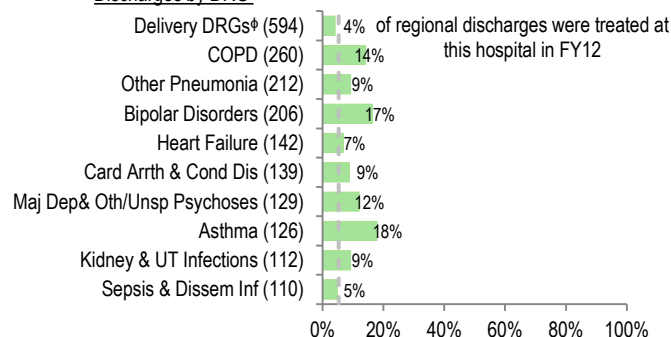
INPATIENT:OUTPATIENT REVENUE in FY12: 21%:79%

TOTAL MARGIN in FY12: -0.9% (-\$1.1 million)

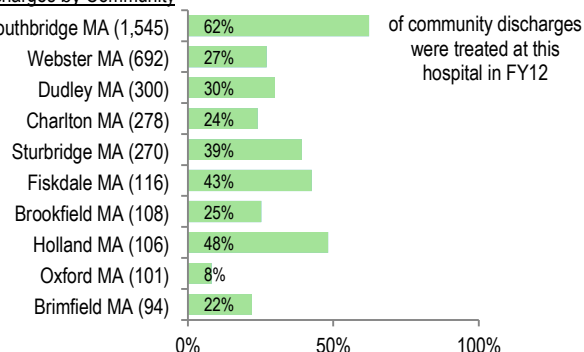
CHANGE in OWNERSHIP (FY08-FY12): Not Applicable

SERVICES

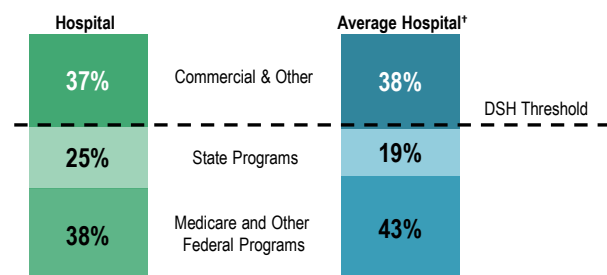
What were the most common inpatient cases (DRGs) treated at the hospital?
What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG

Where did most of the hospital's inpatients reside? What proportion of each community's total discharges were attributed to this hospital?

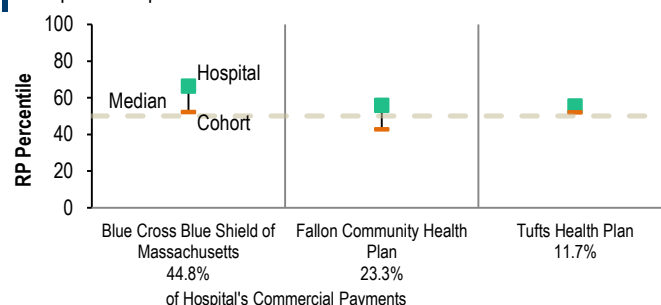
Discharges by Community**PAYER MIX**

What was the hospital's overall payer mix (gross charges) in FY12, and how does this hospital compare to the average acute hospital's payer mix?



Percentage calculations may not sum to 100% due to rounding

What were the hospital's CY12 payer-specific relative price levels for its top three commercial payers? How does this hospital compare to the average hospital in its peer cohort?



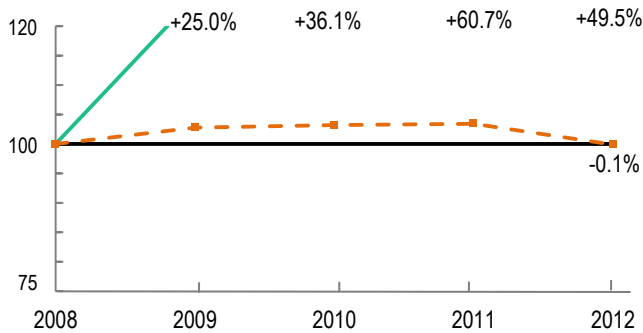
For descriptions of the metrics, please see Technical Appendix.

Hospital Profile: HARRINGTON MEMORIAL HOSPITAL

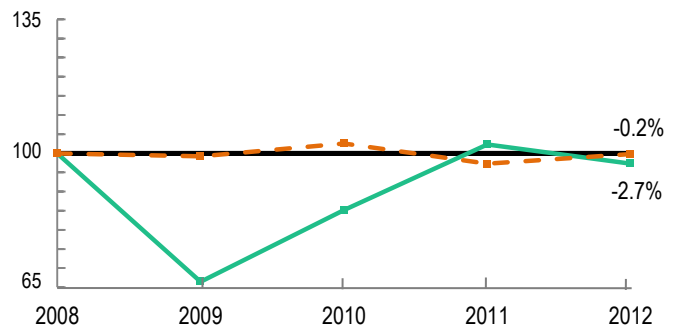
Cohort: Community Hospital

UTILIZATION TRENDS

How has the volume of the hospital's inpatient discharges changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

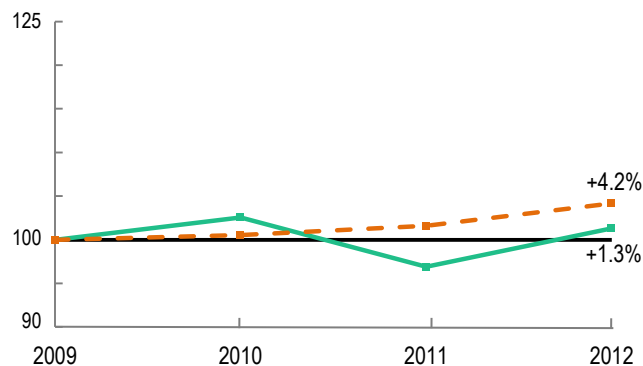


How has the volume of the hospital's outpatient visits changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

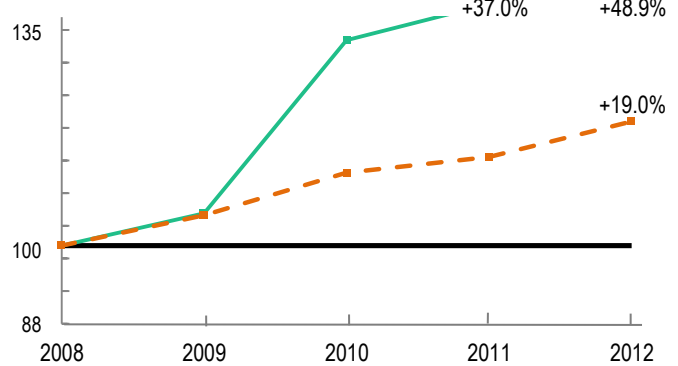


COST TRENDS

How has the hospital's inpatient cost[†] per case mix adjusted discharge changed compared to FY09, and how does this hospital compare to the average hospital in its peer cohort? (FY09=100)



How have the hospital's total outpatient costs changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

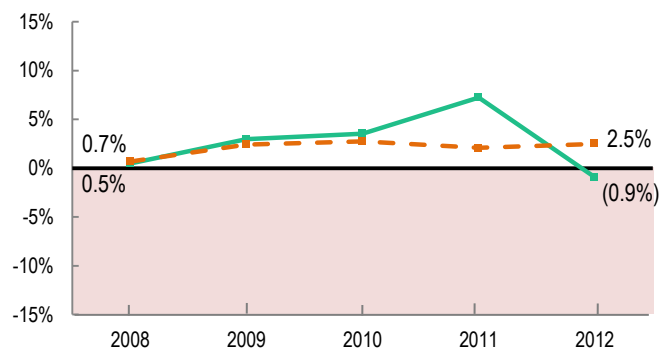


FINANCIAL PERFORMANCE

How have the hospital's total revenue and costs changed between FY08 and FY12?

Revenue, Cost & Profit/Loss (in millions)					
FY	Total Revenue	% Change	Total Cost	% Change	Total Profit/Loss
2008	\$76		\$76		\$0.4
2009	\$87	13.4%	\$84	10.6%	\$2.6
2010	\$106	22.0%	\$102	21.3%	\$3.7
2011	\$118	11.7%	\$110	7.5%	\$8.5
2012	\$117	(0.8%)	\$118	7.9%	(\$1.1)

What was the hospital's total margin between FY08 and FY12, and how does this compare to the median of its peer cohort hospitals?



For descriptions of the metrics, please see Technical Appendix.

[†] Costs were adjusted to exclude direct medical education costs and physician compensation.

* Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.

[^] For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).

^{*} Delivery DRG includes Cesarean and Vaginal Deliveries, and Neonate DRG.

[†] Average Hospital does not include Specialty hospitals.

For more information, please contact:

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